

ANNUAL REPORT



1967

NATIONAL INDUSTRIES FOR THE BLIND

ALABAMA

Mobile
Mobile Association for the Blind
Talladega
Alabama Institute for the Deaf & Blind

ARIZONA

Phoenix
Arizona Industries for the Blind

ARKANSAS

Little Rock
Arkansas Lighthouse for the Blind

CALIFORNIA

Berkeley
Berkeley Center, California Industries for the Blind
Los Angeles
Los Angeles Center, California Industries for the Blind
San Diego
San Diego Center, California Industries for the Blind
San Francisco
San Francisco Lighthouse for the Blind

COLORADO

Denver
Division of Rehabilitation for the Blind

DELAWARE

Wilmington
Delaware Commission for the Blind

DISTRICT OF COLUMBIA

Washington
Columbia Lighthouse for the Blind

FLORIDA

Hialeah
Miami Lighthouse for the Blind
West Palm Beach
Lions Industries for the Blind

GEORGIA

Atlanta
Georgia Factory for the Blind
Bainbridge
Georgia Factory for the Blind
Griffin
Georgia Factory for the Blind

HAWAII

Honolulu
Hawaii Shop for the Adult Blind

ILLINOIS

Chicago
Chicago Lighthouse for the Blind

KANSAS

Kansas City
Kansas City Workshop, Kansas Industries for the Blind
Topeka
Topeka Workshop, Kansas Industries for the Blind
Wichita
Kansas Foundation for the Blind, Inc.

KENTUCKY

Louisville
Kentucky Industries for the Blind

LOUISIANA

New Orleans
Lighthouse for the Blind

Shreveport
Shreveport Association for the Blind

MARYLAND

Baltimore
Maryland Workshop for the Blind
Cumberland
Maryland Workshop for the Blind

MASSACHUSETTS

Cambridge
Cambridge Workshop for the Blind

MICHIGAN

Saginaw
Michigan Industries for the Blind

MINNESOTA

Duluth
Duluth Lighthouse for the Blind
Minneapolis
Minneapolis Society for the Blind, Inc.
St. Paul
St. Paul Society for the Blind

MISSISSIPPI

Carthage
Mississippi Industries for the Blind
Jackson
Mississippi Industries for the Blind

MISSOURI

Kansas City
Kansas City Association for the Blind
St. Louis
Lighthouse for the Blind

NEW MEXICO

Alamogordo
Alamogordo Training Center, New Mexico Industries for the Blind
Albuquerque
Albuquerque Training Center, New Mexico Industries for the Blind

NEW YORK

Binghamton
Blind Workers Association, Inc.
Brooklyn
I H B Industries, Industrial Home for the Blind
Manhattan
Jewish Guild for the Blind
Queens
Lighthouse Industries, New York Association for the Blind

NORTH CAROLINA

Asheville
Lions Club Industries for the Blind of Western North Carolina, Inc.
Charlotte
Charlotte Workshop for the Blind
Durham
Lions Club Industries for the Blind, Inc.
Greensboro
Industries for the Blind
Rockingham
Richmond Industries for the Blind
Winston-Salem
Industries for the Blind

OHIO

Cincinnati
Cincinnati Association for the Blind
Cleveland
Cleveland Society for the Blind
Youngstown
Youngstown Society for the Blind & Disabled

OKLAHOMA

Oklahoma City
Oklahoma League for the Blind

OREGON

Portland
Oregon Commission for the Blind

PENNSYLVANIA

Coatesville
Chester County Branch, Pennsylvania Association for the Blind
Chester
Delaware County Branch, Pennsylvania Association for the Blind
Doylestown
Bucks County Association for the Blind
Harrisburg
Tri-Country Branch, Pennsylvania Association for the Blind
Lewistown
Juniata Foundation Branch, Pennsylvania Association for the Blind
Oil City
Venango County Branch, Pennsylvania Association for the Blind
Philadelphia
The Working Blind
Pittsburgh
Pittsburgh Branch, Pennsylvania Association for the Blind

SOUTH CAROLINA

Columbia
Association of the Blind of South Carolina

TENNESSEE

Memphis
A. P. Mills Industries for the Blind
Morristown
Volunteer Blind Industries, Inc.
Nashville
Nashville Workshop for the Blind

TEXAS

Austin
Travis Association for the Blind
Dallas
Dallas County Association for the Blind
El Paso
El Paso County Association for the Blind
Fort Worth
Tarrant County Association for the Blind
Houston
Houston-Harris County Lighthouse for the Blind
San Angelo
San Angelo Lighthouse for the Blind
San Antonio
San Antonio Association for the Blind

UTAH

Salt Lake City
Utah Services for the Visually Handicapped

VERMONT

Montpelier
Vermont Workshop for the Blind

VIRGINIA

Charlottesville
Virginia Workshop for the Blind
Richmond
Virginia Commission for the Visually Handicapped

WASHINGTON

Seattle
Lighthouse for the Blind, Inc.

WISCONSIN

Milwaukee
Industries for the Blind
Wisconsin Workshop for the Blind

SHOPS ASSOCIATED WITH



REPORT FROM THE EXECUTIVE VICE PRESIDENT

In the year ended June 30, 1967, NIB fulfilled its pledge of expanded service to associated industrial shops and started an even broader program toward the objective of providing more and more work to blind persons. NIB and the 78 shops made significant strides toward this goal in 1967, building on the results of the five-year program initiated in 1961 and summarized in last year's Annual Report.

There is no more significant measure of the success of the NIB program than the total amount of wages earned by blind workers. In the year just concluded this figure increased more than in any previous year in the program's history. This is graphically illustrated by the chart at the right, which shows total wages to blind workers of \$8,776,000. We are especially gratified that a significant portion of these increased earnings went to 200 multi-handicapped blind workers who were served last year for the first time by the associated shops.

The average hourly wage and total man-hours of employment of blind workers also climbed to record highs in fiscal 1967. Sales by NIB-associated shops reached \$54,062,000.

This report describes how NIB conducted its mission to increase the employment of blind workers in 1967 . . . by developing new products, innovations in manufacturing, new consumer markets, new areas for contract performance with government and industry, and improved rehabilitation procedures.

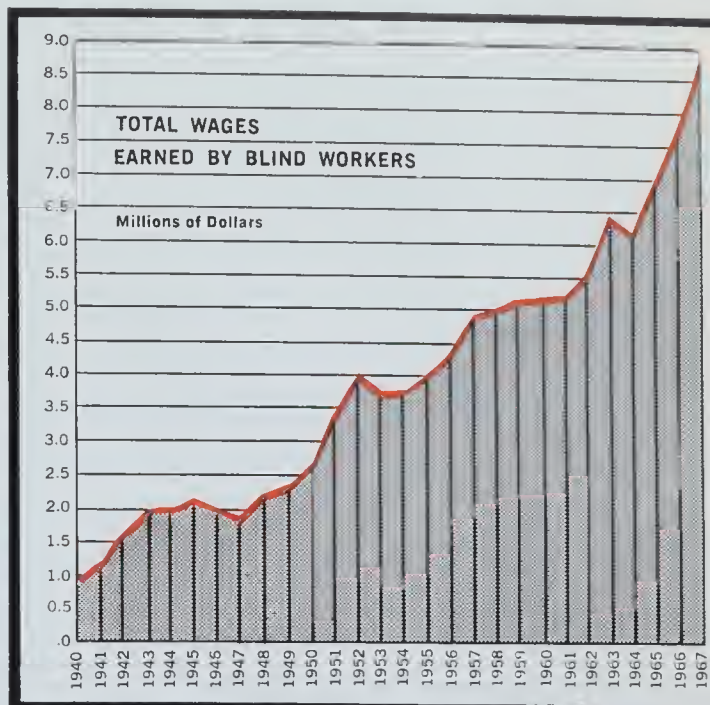
One major step forward in 1967 was the acquisition of the assets in Hazlehurst, Mississippi and Milwaukee, Wisconsin of a leading housewares manufacturer, The Modglin Company. This new NIB affiliate, incorporated in Mississippi as Modglin-Maid, Inc., will provide associated shops with new product lines, modern production equipment, model training facilities for blind workers, and a more economical source of certain components. Long-term plans were formulated over the past year to utilize this new facility in achieving the objectives of NIB and the associated shops. Other highlights in this year of continued growth included plans and budgeting for the establishment of an expanded marketing and research and development center in St. Louis, increased technical assistance and coordination of production at shop level, and closer liaison with government agencies to facilitate the rehabilitation of multi-handicapped blind persons within the structure of the shop program.

The entire fiscal, accounting and data reporting systems at NIB were automated during 1967 and a specialist in corporate financial management was appointed to head up and reorganize the Finance Division. Reassessment of NIB's financial role clearly indicated the need for electronic data processing to maintain sound fiscal control and to meet the massive and constantly expanding statistical requirements of Government and consumer sales programs and central purchasing.

We applaud the associated shops for their outstanding performance in 1967 and wish to express our appreciation to the many groups who have wholeheartedly supported our objectives. To the President's Committee on Purchases of Blind-Made Products, the General Council of Workshops for the Blind, the Vocational Rehabilitation Administration, the Wage and Hour Division of the Department of Labor, the trade organizations and professional associations with which we work, and the numerous agencies serving the blind community . . . we offer sincere thanks and pledge continued improvement and expansion of services from National Industries for the Blind.

R. C. Goodpasture

ROBERT C. GOODPASTURE
EXECUTIVE VICE PRESIDENT



DEVELOPING NEW PRODUCTS

In 1967 ten new items were added to the Government's Schedule of Blind-Made Products, the SKILCRAFT rack line was increased from 62 to 84 different products, and four new SKILCRAFT household aids were placed on sale in Military Stores. A new-type plastic broom is one of a number of products being successfully developed by NIB's newly-created affiliate, Modglin-Maid, Inc., which are now or shortly will be manufactured by blind workers.

Perhaps more important than the impressive list of new or restyled products introduced in 1967 is the improved system and sequence for product research, test production, technical assistance and project management established by NIB over the past year.

At NIB's new Research and Development center in St. Louis, designers, engineers and technicians will transform ideas for new products into prototypes. Each prototype, modified and proven through laboratory procedures, will be qualified for test production only when approved both by R & D and by NIB's market-oriented management people.

Approved products are then test manufactured either in NIB's Hazlehurst, Miss. or Milwaukee Modglin plants or in an associated shop. If an item can be produced efficiently in volume by blind workers, consumer response is tested via NIB's supermarket rack program. If the product generates adequate sales, volume orders are allocated to associated shops and three NIB service divisions go into action.

Technical Assistance engineers help the shops plan, install and operate an efficient production system. Project Management sets quality standards for the new product, furnishing detailed specifications, cost studies and cost reduction procedures. Production Coordination correlates the rate of production and market demand to assure that volume requirements for supermarket racks, military stores, workshop retail programs and other consumer marketing operations are fulfilled on schedule. The progress these still-developing departments have already made is amplified in the following section.

INNOVATIONS IN OPERATIONS

NIB Technical Assistance engineers visited 42 associated shops in fiscal 1967 to help train blind workers in the operation of new machinery, to assist in planning production layouts, installing or repositioning equipment, and revising manual operations and materials handling to improve work flow.

The Project Management Department, in its first full year of operation has gone far beyond the furnishing of product specifications and cost data. Project Management analysts provided shop foremen with detailed guides to the production of specific products, operations breakdowns, freight rates and cost-saving procedures. Including feasibility studies and cost analyses, more than 150 reports were prepared by the department in 1967. Project Management assisted the various NIB sales divisions in securing price increases on many products made for the Government and for retail consumers. The department's work with the General Services Administration to bring more shops into the Quality Assurance Program and its study of the effect of the new minimum wage were particularly valuable.

Production Coordination made repeated visits to shops and to the four SKILCRAFT marketing branches during 1967, to coordinate the development and procurement of finished products for the NIB retail sales programs. Besides insuring that production requirements are fulfilled on schedule, the department is devoted to an equitable allocation of orders for finished products among agencies for the blind. Through its efforts several new shops were added to the SKILCRAFT rack

merchandising program in 1967, and others will be added as marketing and merchandising programs permit.

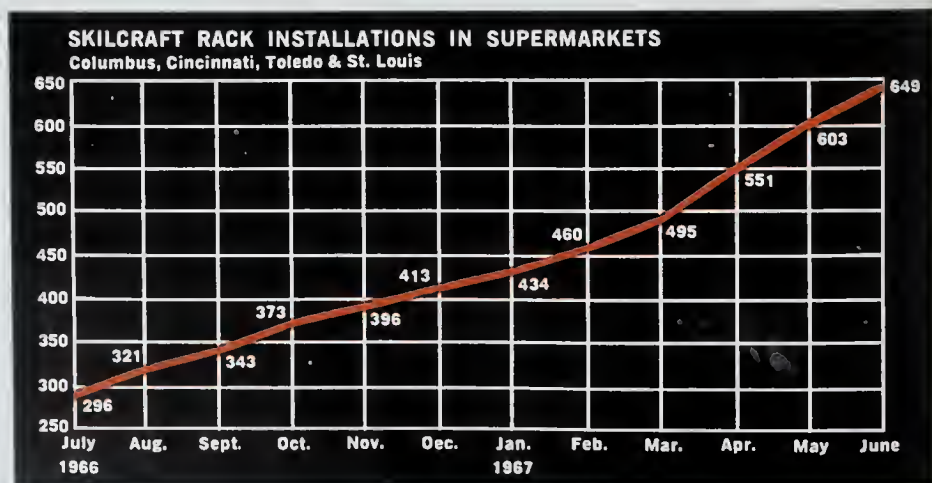
Central purchasing of raw materials for associated shops by NIB increased sharply again in 1967. Mop yarn, packaging materials, prefabricated components for a number of products, and many types of textiles were purchased in great volume. In addition to reducing the shop's material costs to a minimum, these large and frequent purchases assured the prompt delivery of top quality materials. NIB's central purchasing program and planned forward buying in volume also has a noticeable stabilizing influence on certain markets which results in still further savings for associated shops.

Reorganizing consumer product development, production and marketing into one smoothly functioning vertical chain of procedures was an outstanding accomplishment for NIB in 1967. It is of utmost importance for future expansion of commercial markets which can provide more and more jobs for blind workers.

NEW CONSUMER MARKETS

Handsomely packaged with guaranteed quality features, the SKILCRAFT family of blind-made household products is gaining wider and wider acceptance with American housewives as NIB and the associated shops continue to open new markets and expand sales in existing markets.

A SKILCRAFT family of 84 modern household products is rack-marketed by NIB in leading supermarkets in four major city-suburban areas and in Military Stores at bases throughout the United States and overseas. NIB also



franchises four reputable direct-to-consumer distributors in selected areas of the country. Most of the 51 associated shops now qualified and authorized to manufacture products under the SKILCRAFT trademark also operate local SKILCRAFT sales programs.

Total SKILCRAFT sales from all of these marketing programs reached a new high of approximately \$11 million in fiscal 1967.

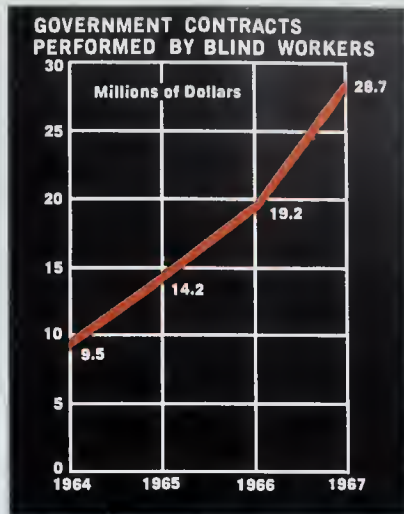
In its second year of operation, the NIB SKILCRAFT rack marketing program moved ahead at an accelerated rate. Sales in the two original markets, Columbus and Cincinnati, continued to expand. The rate of growth was even greater in two new markets, Toledo and St. Louis, entered during the past year. In fiscal 1967, a total of 353 new racks were installed in food stores in the four city-suburban areas. Acceptance of larger racks by leading chains has also increased sales volume per store.

The number of shops meeting production orders to support the rack program increased from 13 to 20 in 1967. It is planned to extend rack installations to additional metropolitan markets in the year ahead. The long-term potential in food store rack marketing for developing a steady flow of volume orders for all NIB-associated shops is almost unlimited, as is the related potential in jobs for blind persons.

NIB installed 122 new racks in Military Stores at home and abroad during 1967, bringing the SKILCRAFT product line to a market of 8 million service customers. A professional military sales and service organization with offices across the country and abroad has been retained to develop closer liaison with individual base procurement and commissary officers. Sales via Military Stores exceeded \$2.8 million in fiscal 1967.

NEW AREAS FOR CONTRACT PERFORMANCE WITH GOVERNMENT AND INDUSTRY

Sales to the Federal Government in fiscal 1967 reached an all-time high of more than \$28.7 million, an increase of 49% over 1966. NIB government sales specialists allocated production contracts to 13 additional shops on new or existing items on the Schedule of Blind-Made Products. New products included a loose-leaf style clipboard, a mailing box for dental equipment, a



new type of food handler's apron, and a 360° (universal) swivel mophead. Central purchasing, technical assistance and project analysis services furnished by NIB were a major factor in helping the shops to meet these massive Government commitments.

A subcontract for assembly of pontoon bridge panels from Allison Steel Company and the production of 500,000 parts a month for the Commercial Division of Honeywell, Inc. were highlights among the many contracts performed for industry by NIB-associated shops during fiscal 1967. Industrial sales for all shops totalled \$3.8 million for the year. Contracts negotiated by NIB with such national firms as Sherwin-Williams and Pan-American World Airways were performed by ten associated shops.

IMPROVED PROCEDURES FOR INDUSTRIAL TRAINING AND REHABILITATION OF BLIND PERSONS

NIB's Community Services Department, now based in Washington, D. C., is maintaining much closer liaison with such national agencies as the Vocational Rehabilitation Administration, National Association of Shelter Workshops, Wages and Hours Division of the Department of Labor and the American Association of Workers for the Blind. This more effective development of relationships is evidenced, in part, by VRA assistance to NIB in launching three major rehabilitation programs during the past year. They include development of workshop demonstration laboratories; a short-term training course for shop administrators; and remunerative employment of multi-handicapped blind persons. These projects

will afford extensive long-range benefits to the blind community.

One of the major responsibilities of the Community Services Department is to qualify shops into the NIB program. In fiscal 1967, four new shops received full association with NIB: Lions Club Industries for the Blind, Asheville, N. C.; Richmond Industries for the Blind, Rockingham, N. C.; Association for the Blind of South Carolina, Columbia, S. C.; and Tarrant County Association for the Blind, Fort Worth, Texas. The Department also consulted with shops in Alabama, Kentucky and Mississippi on utilizing new facilities to improve industrial training and rehabilitation programs.

EXPANDING COMMUNICATIONS

Sixty associated shops were represented at both the Annual Meeting of NIB and the General Council of Workshops for the Blind held in San Diego last October and the NIB Sales Seminar held in New York in April. Forty-two suppliers to NIB-associated shops exhibited materials at the Seminar.

Island display cases exhibiting SKILCRAFT products were placed in air terminals in Atlanta, Cincinnati and Dayton, first step in a promotional program in selected markets to support SKILCRAFT sales.

The NIB News published more pages and more articles than in any previous year, reporting on the 1967 manufacturing and marketing activities of NIB and its associated shops. The publication increased communication within the field and also informed government and business leaders of the industrial performance of blind workers.

NIB was represented during 1967 at the conventions of the National Institute of Governmental Purchasing, the Defense Supply Association, the American Association of Workers for the Blind and the National Rehabilitation Association. NIB speakers addressed a number of meetings of local and regional agencies for the blind.

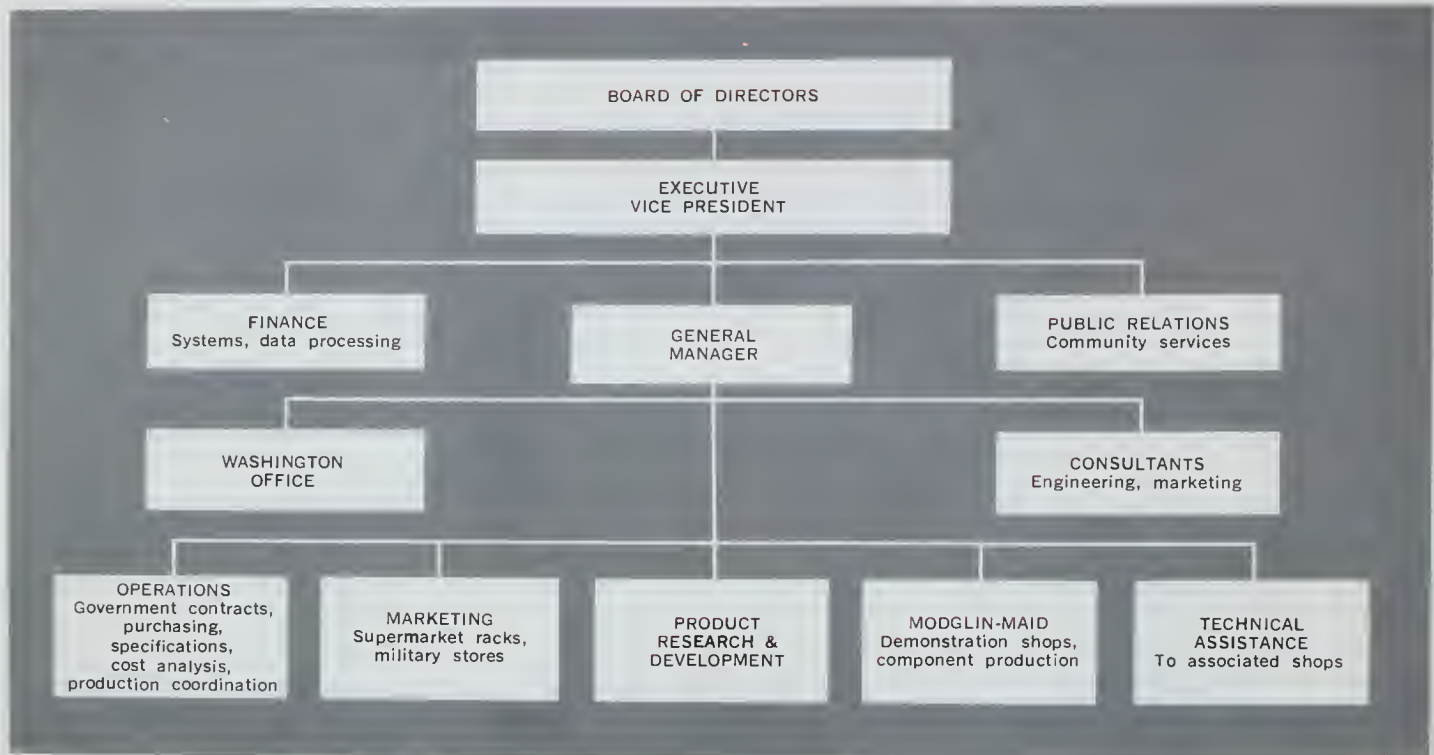
NIB's Sales Ethics Bureau, in cooperation with national and local Better Business Bureaus, Chambers of Commerce and state agencies, continued through 1967 to effectively combat unethical sales operations and increase recognition and acceptance of authentic blind-made products marketed under the SKILCRAFT trademark.

NEW HORIZONS FOR BLIND WORKERS

Although 1967 was a year of progress for NIB and the associated shops, it was also a year of reorganization, restaffing and long-term planning. The base and structure of the NIB organization were enlarged and reinforced. Divisional procedures were revised for greater efficiency and coordination. Modern production facilities, equipment and know-how were acquired. An electronic data processing system was installed

and utilized. Rehabilitation programs were extended. These changes, now and in the years just ahead, will enable NIB to provide far more effective services to associated shops. In 1967, in strategy as well as performance, we have made impressive strides toward the ultimate goal of providing gainful industrial employment for all blind persons who need and seek work.

NIB ORGANIZATION CHART



Board of Directors

Abram Claude, Jr., Morgan Guaranty Trust Company • William H. Crowe, Kansas City Association for the Blind • John L. Granger, Alabama Institute for Deaf & Blind • Claude W. Hirsch, Industries for the Blind, Milwaukee • Milton A. Jahoda, Cincinnati Association for the Blind • Thor W. Kolle, Jr., Hornblower & Weeks—Hemphill, Noyes • Dr. Frank H. Krusen, Temple University • William O. McGill, The Chicago Lighthouse for the Blind • Ed I. Mills, Jr., San Antonio Association for the Blind • Jansen Noyes, Jr., Hornblower & Weeks—Hemphill, Noyes • Carl E. Olsen, New York Association for the Blind • Rudolph A. Oswald, AFL-CIO • Douglas F. Price, Mississippi Industries for the Blind • William A. Taylor, California Industries for the Blind • Peter J. Salmon, IHB, Brooklyn (Honorary Member)

Officers of NIB

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President: Thor W. Kolle, Jr.
Vice President: Carl E. Olsen
Secretary-Treasurer: Abram Claude, Jr.
Executive Vice President: Robert C. Goodpasture

Auditors

Peat, Marwick, Mitchell & Co., New York, N. Y.

Counsel

Appleton, Rice & Perrin, New York, N. Y.

SKILCRAFT
Quality Blind-Made Products

By Art
Collection
Options Y

SKILCRAFT
Quality Blind-Made Products

By Art
Collection





Products manufactured under this trademark are made of quality materials to rigid specifications by blind workers in non-profit industrial shops associated with NIB.



NATIONAL INDUSTRIES FOR THE BLIND
50 West 44th Street, New York, N. Y. 10036